

# **A Feminized Labour Market:**

## **Professional Opportunities and Constraints in Book Publishing in Portugal**

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### **1. Book Publishing in Portugal – General Overview**

This chapter aims to provide a description and analysis of the careers of women in the book publishing sector. The first part summarises some global indicators that describe the publishing sector including editorial production and demand. Results of studies on book consumption and reading habits are also provided.

The second part of the chapter gives information collected from official sources in relation to the book publishing sector's employment market. Case studies of specific companies are provided on the basis of interviews with professionals in the publishing sector. An attempt is also made to identify factors that affect the career advancement of women in the publishing sector by looking at the various career paths in the sector.

Finally, specific perspectives are presented of women who hold management positions in book publishing companies, in particular looking at their views on the roles occupied by women in the editorial sector and the factors that may constitute barriers to their career advancement.

#### **1.1 Background**

The two main characteristics of the book publishing market in Portugal are that it is small and fragile, with only 200 companies operating regularly in the marketplace. None of these publishing houses can compete on a similar level to the leading European publishers and in the vast majority of cases companies are run as a family business<sup>2</sup>. In fact the ownership and management boards of publishing houses are frequently dominated by different generations of the same family, which is the case particularly for medium and large-scale companies operating in Portugal.

These characteristics of the book publishing sector in Portugal leave companies vulnerable to take-over attempts. The phenomenon of concentration in the book publishing sector and mergers of publishing houses with leading economic groups

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<sup>2</sup> Guedes, 2001: 337.

have only taken place very recently in Portugal and in one-off cases. There are only a few international publishers that own publishing houses in Portugal, of which examples are Bertelsmann, which owns the *Círculo de Leitores*; Planeta – which owns the publishing house *Dom Quixote*; and Ediclube, which is owned by the Spanish direct mail book club *Clube Internacional del Libro*.

Despite the vulnerability of the Portuguese book publishing sector it has remained relatively immune to take-over by the leading European economic publishing groups for a number of reasons:

- The small scale of the national market: the total sales turnover from the Portuguese book publishing market in 2002 was 345 million euro, according to data from the 'Companies Survey' and is responsible for only 0.3% of Gross Domestic Product in 2002<sup>3</sup>. Many publishing companies are run as cottage industries, with a small number of technical staff, and working methods have not kept pace with developments within the sector over recent years. Due to the limited volume of business "managers cannot expect to hire top quality professional staff and even worse they often don't feel the need to do so." <sup>4</sup>
- The Portuguese export market is limited mainly to other Portuguese-speaking countries. Export values are insignificant when compared with the Spanish export market. Economic and political constraints in the export market for Portuguese books may therefore constitute a less interesting market for any foreign investor. For example in the case of Portuguese-speaking African countries there are difficulties in the market place due to economic limitations and political instability.
- A third obstacle to discourage the take-over of Portuguese publishing houses by foreign investors is the low level of reading habits in Portugal. Several studies and statistics, which are explored later in this chapter, reveal that the percentage of regular consumers and readers of books is extremely low compared to other European countries.

## 1.2 Need for more Detailed Data on the Publishing Sector

No specific indicators exist at present in Portugal to provide a thorough description of the Portuguese book publishing market. The latest data available was compiled from statistics prepared in 1999 by one of the two Portuguese book-publishing associations - Portuguese Book Publishers and Booksellers Association (APEL). There are also annual surveys conducted by the National Statistics Insti-

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<sup>3</sup> The value of GDP for 2002 was 128 458 billion euro (National Accounts, INE).

<sup>4</sup> Guedes, 2001:338.

tute (INE) concerning wider issues - such as the surveys on industrial production and companies - from which it is possible to obtain a certain amount of information on the publishing sector. Unfortunately disparities are evident when the results from the APEL and INE surveys are compared, which makes it impossible to establish a consistent analysis of the book publishing sector.

APEL produced statistics on Portuguese book publishing activities from 1986-1999 and this information was subsequently reproduced and distributed by INE. Although APEL did not represent all Portuguese publishing houses during this period, its members were responsible for the majority of national book production - for example in 1999 its 186 members represented 71% of the book publishing sector's total production.

Without access to major technical resources, APEL had to rely on statistics which were based on data supplied by some of its members. This data was then compared with information from other sources such as Internal Revenue company returns and Legal Deposit records in the National Library in order to provide more accurate information on companies in the book publishing sector.

A second association UEP (Union of Portuguese Publishers) was established in 1999 and it acquired many of APEL's members which made it impossible for this association to continue to provide reliable statistics. Since then, no other organisation has produced specific information to assist in analysing the book publishing market in Portugal<sup>5</sup>.

It is difficult to calculate the number of publishing houses with regular activity in Portugal. Data provided by UEP and APEL relates only to their own members and does not include information on non-members<sup>6</sup>.

Calculation of the number of publishing houses on the basis of ISBN<sup>7</sup> is also insufficient given that this indicator includes entities that may have published at least one book, but whose primary business activity is not necessarily book publishing<sup>8</sup>.

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<sup>5</sup> A survey of the production of information on the book sector – commissioned by the IPLB from the Observatory of Cultural Activities in 2001 – raised the need for “an institutional framework in which statistical production is undertaken by an entity that is both autonomous and co-operates with the different agents involved in this field, in order to respond to the needs of the Ministry of Culture for the production of official statistics and identification of the sector's main concerns” (Santos, 2001:33).

<sup>6</sup> APEL's website (<http://www.apel.pt>) listed 180 members and UEP's website (<http://www.uep.pt>) listed 58 members in December 2004.

<sup>7</sup> APEL is the Portuguese agency of ISBN since 1988, and is responsible, amongst other tasks, for allocation of identification numbers and monographs, i.e. non-periodical publications issued in Portugal; for the allocation of prefixes to publishers and promotion of use of the system at a national level.

<sup>8</sup> For information purposes, it should be noted that in 1999 – the last year for which sta-

The Portuguese Book and Reading Institute (IPLB), under the aegis of the Ministry of Culture, records 205 companies with regular activity in the market<sup>9</sup>. However this statistic does not correspond to the data provided by INE which lists 308 publishers<sup>10</sup>. Therefore it can be concluded that the lack of a regular survey on publishing houses makes it impossible to provide accurate data on the publishing sector.

Despite the information restrictions, certain patterns and general trends in Portuguese book publishing activity may be advanced on the basis of APEL's statistics from 1987-1999 and on certain information derived from INE for more recent years – in particular the Survey of Companies and Survey of Industrial Production.

Table 1 gives an analysis of the number of companies active in the book sector including the number of employees and sales turnover. The data highlights the considerable number of small publishing houses with less than ten employees (85%). This group of companies employs 16% of all employees in the publishing sector. Another significant result is the high level of concentration of the book publishing market in the Lisbon and Tagus Valley region (76%), and the publishing houses located in this region are responsible for almost three quarters of the total turnover generated by the sector.

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tistical data is recorded for the sector – APEL based its data on the ISBN system. It recorded 1 290 entities with publishing activity in Portugal, including self-publishers and other entities that only published one book.

<sup>9</sup> Data included in the Institute's website (<http://www.iplb.pt>) in December, 2004.

<sup>10</sup> Data for 2002 produced from INE's Global File of Statistical Units (FGUE) for organisation of the annual Survey of Industrial Production. This file is updated by administrative sources, and company surveys, carried out by INE.

**Table 1 Data on Publishing Houses including Number of Employees and Sales Turnover in Portugal, 2002**

<b>2211 - Publishing</b>	<b>Number of Companies</b>	<b>%</b>	<b>Number of Employees</b>	<b>%</b>	<b>Sales Turn-over**</b>	<b>%</b>
<b>Number of Employees</b>						
<10	261	84.7	506	17.5	28 501	8.3
10-19	19	6.2	286	9.9	19 101	5.5
>19	28	9.1	2 099	72.6	297 617	86.2
<b>Region</b>						
Norte	48	15.6	613	21.2	94 190	27.3
Centro	16	5.2	100	3.5	4 218	1.2
Lisboa	233	75.6	2 135	73.8	245 820	71.2
Alentejo	4	1.3	18	0.6	495	0.1
Algarve*	-		-		-	-
Açores	3	1.0	21	0.7	424	0.1
Madeira*	-	15.6	-	21,2	-	-
<b>Total</b>	<b>308</b>	<b>100.0</b>	<b>2 891</b>	<b>100.0</b>	<b>345 219</b>	<b>100.0</b>

Source: INE, Companies Survey (2002).

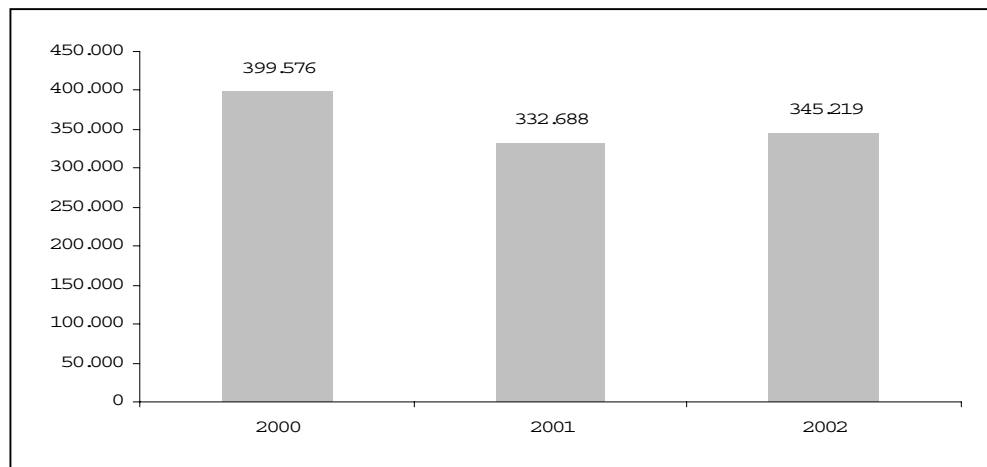
\* Confidential data.

\*\* In thousands of euros.

According to data supplied by APEL, the total sales turnover of the publishing sector in Portugal in 1999 was almost 294 million euro. However this amount differs significantly from data provided by other sources.

In 2000, the Survey of Companies recorded a turnover of 400 million euro in the publishing sector. Figure 1 presents data for the three years 2000-2002, indicating a decrease in total sales turnover in 2001 and a slight increase again in 2002 to 345 million euro.

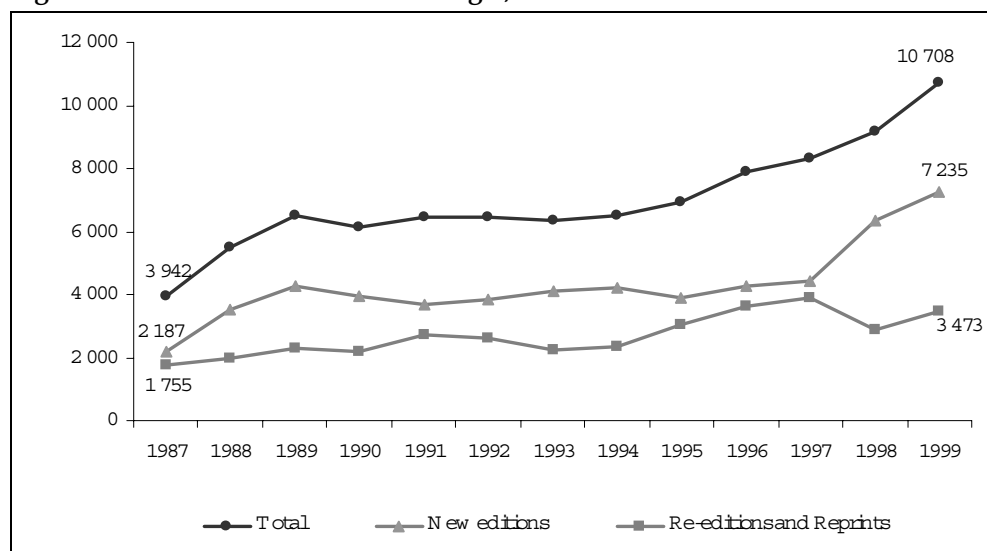
**Figure 1 Sales Turnover in the Publishing Sector in Portugal in Million Euro at Current Prices, 2000-2002**



Source: INE, Companies Survey (2000-2002).

The total number of titles published increased in Portugal considerably over the 12 years from 1987-1999 (Figure 2). During this period the number of new editions was always higher than the number of re-editions and reprints published. The growth in number of books published from 1994-1998 was partly the result of an increase in the number of re-edited titles and a significant rise in new titles was recorded in 1998 and 1999.

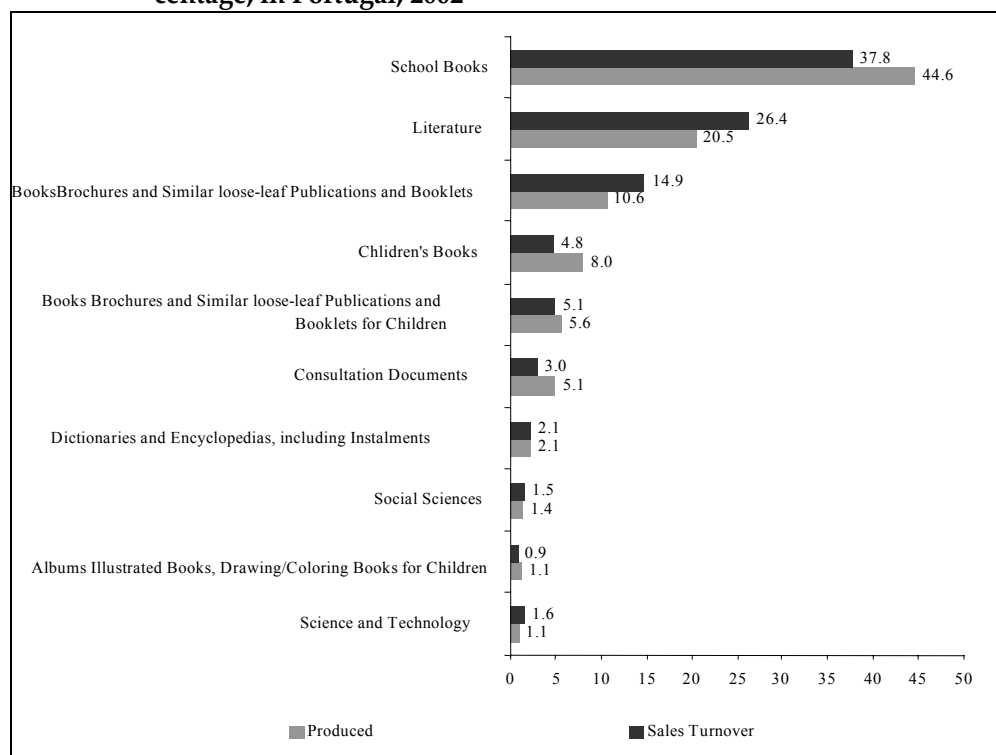
**Figure 2 Books Published in Portugal, 1987-1999**



Source: OAC from Livros de Portugal, APEL (1987-1999).

Analysis of the total number of books produced and total sales turnover in 2002 demonstrates that school books dominate the number of titles published in Portugal, with a total of 14 million copies, representing 45% of all copies produced.

**Figure 3 Books Published and Total Sales Turnover per Genre given in Percentage, in Portugal, 2002**



Source: INE, Survey of Industrial Production (2002).

Literature is the dominant genre in terms of the number of titles published in Portugal however this sector only represents 21% of all copies printed, and only half the number of copies of school books produced. In terms of sales volume<sup>11</sup>, school books are also the genre with the highest turnover in the publishing market, representing 38% of total sales and a total of 80 million euro. Literature books are the second most important genre in this field recording 26% of total sales turnover, equivalent to 56 million euro.

<sup>11</sup> Calculation of the sales turnover found in the Survey on Industrial Production only concerns books fully produced in Portugal. This is one of the reasons for the disparities found in the sales turnover figures recorded in the Survey of Companies and the amounts recorded in the Survey of Industrial Production.

### 1.3 Public Policy for Books

Implementation of a specific public policy for the book sector was introduced in Portugal with the creation of the Portuguese Book Institute (IPL) in 1980 under the aegis of the Secretary of State for Culture. This organisation placed special attention on the need to widen the diversity of the publishing sector, with emphasis placed on establishing a support scheme for book publishing.

There is also a growing perception in Portugal that sustained development of the book publishing sector depends on reinforcing reading habits. This issue provided the motivation to establish a national public reading network. At the same time, there was a need to define and develop policies that would promote books and reading habits in Official Portuguese-Speaking African Countries (PALOP) and articulate strategies intended to promote Portuguese literary creation and authors in foreign countries. As a result, the Portuguese Book and Reading Institute (IPLL) was established in 1987 and became responsible for implementing the National Public Libraries Network (RNBP).

In 1992, the IPLL was replaced by the National Library and Book Institute (IBNL) and aimed to encourage the dissemination of books and improve reading habits.

The need to strengthen national reading habits led to the creation of a National Programme of Reading Promotion (PNPL). With this objective in mind, the *Portuguese Book and Reading Institute* (IPLB) was set up in 1997, under the aegis of the Ministry of Culture, and remains the entity responsible for implementing specific policies for the book sector.

Within the set of measures in force for the books and reading sector, emphasis is required to develop the National Network of Public Libraries, the National Programme of Promotion of Reading Habits and the Bibliographical Network for the Portuguese-speaking world. Other relevant measures for the sector include the support for book publishing and creation of the Law on Fixed Book Prices.

The *National Public Libraries Network* (RNBP) is based on the creation of partnerships between the Portuguese Books and Reading Institute and local authorities with the aim of modernising public libraries. These 'new' libraries are designed to provide a diversified range of activities and spaces for the promotion of reading habits and other cultural activities. These libraries include differentiated sections for children and adults as well as multi-purpose spaces for entertainment activities, conferences and exhibitions. They also include audio, video and multimedia documents that accompany current trends in literature, sciences, the arts etc. 237 of the 278 municipalities in mainland Portugal are members of the RNPB.

The *National Programme of Reading Promotion* aims to consolidate reading habits in Portugal by means of projects and initiatives intended to promote the dissemination of books and authors as well as initiatives to promote reading habits that cover



the entire national territory. In this context, the IPLB provides technical and financial support for the organisation of meetings, colloquia and debates and also directly organises exhibitions dedicated to authors and thematic reading guides.

The creation of the *Bibliographical Network of the Portuguese-speaking world* also includes the range of intervention measures in the field of books and promotion of reading habits with special focus on the PALOP countries and East Timor. The main aims of the network are to recover and revitalise national libraries, public libraries and national archives; to support the translation of African and Portuguese language authors; and the promotion of books and reading habits.

The *Portuguese Books and Reading Programme* provides a concerted and complementary range of programmes, including support for book publishing (of new authors, Portuguese playwrights, essays, literary works, African cultural texts and cultural magazines); translation; and dissemination and publishing in Brazil.

The current range of public policies for books also includes the *Law on Fixed Book Prices* in force since 1996 (Decree-Law no. 176/96)<sup>12</sup>. The principal rulings of this Decree-Law include the setting of a single price for each book by the respective publisher (or exclusive importer). The retailer may sell the book to the general public with a discount margin of up to 10%. This restriction applies during the first 18 months after a book's initial publication. Exceptions to this rule are special acquisitions by public libraries and schools, social security institutions and initiatives intended to promote Portuguese literature abroad – where discounts of up to 20% may be granted on the fixed price. Primary and secondary school books, second-hand books and antique books, out-of-print and uncatalogued editions and subscriptions in a pre-catalogue stage are exempted from the fixed price.

Introduction of the *Law on Fixed Book Prices* was preceded by a long debate in Portugal that began in the mid 1980s. The discussion received greater visibility when supermarkets began to sell schoolbooks at the start of the 1990s. "In light of the introduction of major discounts practised by supermarkets when retailing to the general public, as compared to prices in other sales outlets, it (was) necessary to introduce fixed book prices in order to prevent a negative impact on traditional booksellers." (Santos and Gomes, 2000: 65-66).

Differences of opinion between the different political and administrative entities involved in the book sector meant that it only proved possible to define and implement the *Law on Fixed Book Prices* in 1996.

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<sup>12</sup> Amended by Decree-Law no. 216/2000.

## 1.4 Book Consumption and Reading Habits

Two market research studies commissioned by the two book-publishing associations (UEP in 2003 and APEL in 2004)<sup>13</sup> provide a series of indicators of book consumption in Portugal. In both studies, the largest proportion of regular book consumers were women and were respondents aged between 25 and 40 with high levels of education. The main areas of consumption were fiction / literature books that are purchased primarily in bookstores, followed by chain stores such as FNAC or major department stores and hypermarkets.

In relation to reading habits, various studies carried out in Portugal emphasise the generally low levels of regular readers. A study compiled in 2001 showed that Portugal had a considerably lower rate of reading habits than most European countries. For example in Sweden and Finland 72% and 63% of the population respectively are regular book-readers (excluding school books and professional books) compared to 33% in Portugal – which is also lower than the levels in Belgium (42%), Spain (47%) and Greece (46%)<sup>14</sup>.

In the survey of reading habits commissioned by APEL in 2004, 44% of all respondents declared that they were book readers. Of these, 58% stated that they were reading a book at the time of the survey. The majority of book readers were women (60%) who had a higher education (76%).

## 2. Women in the Book-Publishing Sector

This section attempts to identify career profiles and paths of book publishing professionals in Portugal via information derived from official sources or data calculated from case-studies of companies in the sector. The latter examine information of a quantitative and qualitative nature including interviews conducted with professionals connected to the book sector.

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<sup>13</sup> The survey commissioned in 2003 by UEP from Marktest, involved men and women aged 18 years or over, resident in mainland Portugal in households with a telephone. 801 interviews were carried out. Interviewees were selected by means of the quota method taking into consideration sex, age and region of residence. The survey of reading habits and book consumption commissioned by APEL from Quantum was carried out in 2004 on the basis of a population sample of 2 000 men and women selected on a random basis from a set of individuals aged between 15 and 65, resident in mainland Portugal.

<sup>14</sup> Survey commissioned by the European Commission from the European Opinion Research Group (Standard Eurobarometer 56.) in 2001, of population aged 15 or over, resident in 17 Member States. A total of 16 162 interviews were conducted. In Portugal the survey was administered by Metris and included 1000 individuals. The data resulted from the following question: Have you read any book - other than a school or professional book - in the last 12 months?

On the one hand, the objective here is to describe the professional profiles of women working within the area of book publishing and on the other hand to identify, by means of analysis of professional career paths, the factors that benefit or impede the professional presence and career progression of women in the publishing sector.

A brief framework is provided for the principal policies developed in Portugal with regard to equal opportunities for men and women.

Despite the approval of extensive legislation in the area of equal opportunities, it was only in the 1990s that there was an increase in governmental guidelines aimed at promoting equality between men and women in the area of exercising civil, social, economic and political rights. In 1995 Portugal was one of the signatories of the Beijing Agreement, thus making an official commitment on the integration of mainstreaming as a principle of national policies in order to promote equality. In 1997, by resolution of the Council of Ministers, the 1st Overall Plan for Equal Opportunities was launched (1997-2000), which included the integrated approach to equality, implying the participation of the various government ministries in specific measures in the field.

The 2nd Overall Plan for Equal Opportunities (2001-2006) was launched in 2001, and is currently in progress. This Plan intensifies the idea of mainstreaming, in that it widens and increases the set of measures for equality of gender and targets more agents for inclusion in implementing the measures. The two main bodies in charge of the coordination and implementation of the 2nd Overall Plan for Equal Opportunities are the CIDM (Commission for Equality and Rights of Women) and CITE (Commission for Equal Work Opportunities).

In 1999, under the 14th Constitutional Government, the first Ministry for Equality was created and planned to set up a national network of offices for equality, to be opened in each district. However, in 2000, a government reshuffle ended this Ministry, instead creating an Equality Department, under the Ministry of the Presidency and Parliamentary Affairs. This department was later dissolved by the government which took office in 2002. Currently, the area of Equality is part of the responsibilities of the Minister of State and the Presidency.

Currently, there are two governmental mechanisms for equal rights and opportunities: CIDM set up in 1991 and CITE, set up in 1979. Both organisations are now responsible to the Minister of State and the Presidency.

The adoption of the mainstreaming approach with regard to equal opportunities for women and men is, in certain cases, supplemented with the application of positive action in specific sectors or areas of activity where a need for more intense intervention has been detected. However there are no specific intervention measures that apply specifically to the book sector. It should be added, however, that one of the publishers examined for this study (Texto Editoria) was distinguished with the 'Equality is Quality' award, presented by CITE to companies with good working practices in the area of equal opportunities for men and women.

## 2.1 Professionals in the Sector

Analysis of the extensive data available from the National Statistics Institute (INE), for the three years 1998, 2000 and 2003, demonstrates that the general area of publishing (NACE 221 – publishing of books, newspapers, magazines etc.) records fluctuations in terms of the number of staff and the percentage of women working within this profession (Table 2). Between 1998 and 2000 there was clear growth both in the overall number of employees and the relative weight of women (48%) in the publishing sector. However in 2003 there was a significant reduction in both the number of employees in the area of publishing and the percentage of women working within this sector (36%). It should be noted that this high level of fluctuation detected within an interval of only five years demonstrates a certain level of inconsistency in the data provided, rather than significant structural changes in the sector. Therefore any analysis of the data should be conducted with considerable care.

**Table 2** INE Data on the Share of Women Employed in Publishing in Portugal, 1998, 2000 and 2003

NACE	1998		2000		2003	
	T	%F	T	%F	T	%F
22 Publishing, Printing and Reproduction of Recorded Media	37 300	32.7	47 000	35.1	42 100	30.6
221 Publishing	11 200	43.8	21 800	48.2	17 400	36.2

Source: National Statistic Institute/Employment Survey.

The information provided by the Ministry of Social Security and Labour Survey (while subject to limitations) makes it possible to conduct an analysis directed specifically at the book-publishing sector. However, the MSST statistics cannot be compared with data supplied by INE as the survey years differ – except for the year 2000 – and the data provided by the MSST is restricted to employees with employment contracts in organisations and companies<sup>15</sup>.

The data provided by MSST in relation to the number of workers in the global publishing sector (NACE 221) demonstrates an increase in the number of full-time staff in the time period under study (1995, 2000 and 2002), together with the relative weight of women working in the sector (Table 3). This growth becomes even

<sup>15</sup> The information provided by the MSST refers exclusively to the permanent staff of organisations. This data does not include workers in other employment situations such as freelance workers. This restriction creates discrepancies with data supplied by other sources of information e.g. for 2000 INE registers a total of 21 800 workers whereas the MSST records only 9 898.

more striking if one focuses specifically on the book publishing sector (NACE 2211). Despite the fact that there was a drop in the relative weight of women's participation between 2000 and 2002, book publishing continues to employ a majority of female workers (52% in the last surveyed year).

It is also interesting to verify that, in comparison with other publishing sectors, the book sector, together with the magazine and other periodicals sector (NACE 2213) are the two sectors with the highest levels of female participation.

**Table 3 MSST Data on the Share of Women Employed in Publishing in Portugal, 1995, 2000 and 2002**

NACE	1995		2000		2002	
	Total	%F	Total	%F	Total	%F
22 Publishing, Printing and Reproduction of Recorded Media	31 174	32.0	34 104	35.6	32 612	36.3
221 Publishing	8 192	42.1	9 898	47.6	10 206	48.1
2211 Book Publishing	1 855	41.6	1 588	53.5	2 163	51.9
2212 Publishing of Newspapers	3 692	35.9	4 039	40.9	4 072	41.4
2213 Publishing of Journals and Periodicals	2 286	52.0	3 815	52.8	2 994	53.4
2214 Publishing of Sound Recordings	79	34.2	129	36.4	102	42.2
2215 Other Publishing	219	50.7	291	46.7	875	53.0
Not Specified	61	37.7	36	38.9	0	0.0

Source: Ministry of Labour / Lists of Personnel.

Several interviews conducted with professionals in the book sector in Portugal corroborate the trends found in the data available. Several interviewees stated that editorial departments in particular are now more favourable to the recruitment of women given that women exercise a “social pressure” on this area of business activity. The owner of a publishing house commented on this development:

“We receive many spontaneous applications that come mainly from women – probably around 80% of all applications. The applications reveal a thorough knowledge of the public image of our company. The editorial section is composed primarily of women, whereas the sales area is composed primarily of men. (...) A higher number of women employees is an inevitable trend in the publishing sector. Traditionally this was not the case. There has been external, social pressure from women on the publishing sector.”

[Owner and director of a major publishing house]

## 2.2 Training and Entry into the Job Market

By comparing information from the Ministry of Social Security and Labour with several socio-graphic variables – age, level of education and professional situation - it is possible to determine a set of general features that characterise the profile of women employed in the book publishing sector in Portugal (Table 4).

In terms of age women employed in publishing now outnumber men in the younger age group of less than 45 years of age.

**Table 4 Share of Women Employed in Publishing, by Age, Education Level and Professional Situation in Portugal, 1995, 2000 and 2002**

2211 – Book Publishing	1995		2000		2002	
	Total	%F	Total	%F	Total	%F
< 25 Years	340	35,0	182	59.9	198	50.0
25-34	620	47.7	540	55.4	805	57.9
35-44	424	47.2	359	56.8	546	51.8
45-54	293	34.1	340	50.3	400	50.5
55-64	124	30.6	131	39.7	183	34.4
> 64 Years	21	19.0	19	31.6	23	34.8
No Response	33	39.4	17	52.9	8	12.5
<b>Educational Level</b>						
No Formal Education	40	57.5	5	80.0	5	60.0
Basic Education	1 061	35.1	603	48.7	914	44.7
Secondary Education	487	50.1	572	54.9	731	54.9
University Degree	226	50.0	363	60.0	490	60.8
No response	41	46.3	18	44.4	23	47.8
<b>Professional Situation</b>						
Employer	65	29.2	123	33.3	121	32.2
Employee	1 789	42.0	1 462	55.3	2 041	53.1
Other Situation	1	0.0	3	33.3	1	0.0
<b>Total</b>	<b>1 855</b>	<b>41.6</b>	<b>1 588</b>	<b>53.5</b>	<b>2 163</b>	<b>51.9</b>

Source: Ministry of Labour.

The data suggests that entry into the publishing sector may be more attractive for young women at the start of their careers than it is for men. Another factor that may contribute to this hypothesis is training patterns.

The data from MSST in terms of educational level (see Table 4) demonstrate a clear increase in the number of women with high levels of education, in particular those with university degrees. In 2000 and 2002, there was a significant amount of

women with a university education working in the publishing sector (60% and 61% respectively).

The increase in the level of training of employees in the publishing sector corresponds to an increase in the general educational levels of the Portuguese population, and simultaneously to more rigorous demands in terms of the level of academic qualifications sought in the recruitment of employees.

The director of a publishing company clarified the transformation detected in terms of requirements in the selection of workers for the publishing sector:

“At the time [when I entered the sector in 1971] the level of academic qualifications required from employees were very different from those required today. I had four years of university training and I could read in French, English and Spanish without any difficulties as it is important to read a great deal of material in foreign languages in order to choose texts. At the time that was perfectly sufficient. The various colleagues with whom I worked during those early years did not have university degrees. They were people who read widely, enjoyed reading, who were familiar with authors and literature but who were not required to have a university degree. In today’s world it is necessary to have a literature degree (...) which does not mean that people are now better prepared than they were when I began working.”

[Owner and editorial director of a small publishing house]

## Courses

In Portugal there is no university course addressed specifically to the area of book publishing. In other words, there is no specific academic qualification or formal training sought for employment in editorial departments. Training is principally acquired inside publishing houses, not via training courses promoted by these companies but through practical work experience, in the daily conduct of professional activity. This specific characteristic of the sector is emphasised by the comments of two interviewees:

“The editorial area is quite different [from the finance, accounts areas etc.]. It involves many departments including production, copy-editing, contacts with authors and a sales and public relations dimension. In these areas we place great priority on our own training. In other words we do not look in the job market for someone that already has expertise in this area because we know this doesn’t exist ... Training is achieved on the job by means of interaction between existing and new staff.”

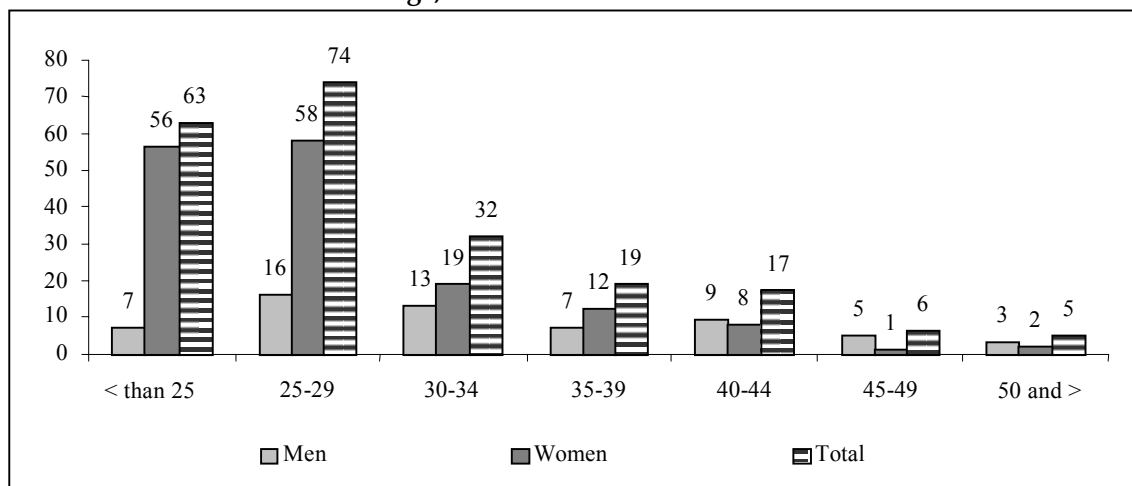
[Owner and director of a major publishing house]

“Our specialisation is based to a great extent on personal contacts, visits to trade-fairs, contacts with suppliers and professional colleagues, which is ultimately our training school. Our expertise is fruit of the information that we gather over time. In my own case I don’t feel the need for special training in this area, i.e. for a post-graduate degree. Practical experience is far more important.”

[Production director of a major publishing house]

However, a post-graduate degree course is offered by the Literature Department of the University of Lisbon which was first established in 1994. The profile of trainees in this course over a 10 year period (1994-2004) (Figure 4) demonstrates that the majority of students enrolled in the course are women.

**Figure 4 Post-Graduate Course on Book Publishing at Lisbon University by Gender and Age, 1994-2004**



Source: Lisbon University 2004.

Note: The post-graduate degree was interrupted in 2000.

There are also options to undertake individual training by attending specialised publishing courses abroad. Participation in these courses typically arises after a period of employment in the publishing sector and is viewed as an additional resource linked to personal training but not strictly necessary for effective professional performance as elaborated by an interviewee:

“In the Summer of 1990, I attended a course for book and newspaper publishers at Stanford University. It was very interesting in terms of contact with people from around the world. I learned several new ideas in editorial terms including virtual reality and I became acquainted with the leading American publishing houses. At the time I was work-



ing as an editor and received information on this course. But the course did not bring me additional advantages in terms of knowledge, because this business depends above all on personal instincts, keeping our eyes and ears open to what's going on in the world and understanding underlying trends i.e. what people want to read..."

[Editorial director of a major publishing house]

While training in the book publishing sector is progressively acquired by means of work experience in publishing houses, there is a specific set of requirements that are valued during the recruitment process. Emphasis is placed on university degrees in educational areas linked to literature and / or knowledge of languages and foreign literature, together with a set of personal aptitudes and opinions related to books and reading, as illustrated in the following interviews:

"When I was in charge of the editorial department, I recruited people that I already knew due to their work in this area. For example, my editorial assistant has a Master's degree in Portuguese literature, has worked for many years with the IPLB and with Portuguese authors, and prepared the profiles on Portuguese authors in all trade fairs between 1995 and 1999. She has good contacts with the media. The main reason I hired her was not her academic course but because of what I know she is able to achieve. If I have to recruit someone, a fundamental requirement is knowledge of languages, which implies that someone is experienced in the area of literature or languages. I would also consider the hypothesis of recruitment without any experience in order to receive on the job training within the company."

[Editorial director of a small / medium-scale publishing company]

"When I entered [the editorial department] I think the factors that were given greatest importance in my application was a knowledge of languages. I had attended the language course in the Alliance school and I had knowledge of English and German and great skills in communication. I had also travelled a great deal when I had worked in a marketing and advertising firm, which gave me considerable skills in establishing contacts and communicating with other people. The main requirement in recruitment processes today is a love of reading, knowledge of languages and skills in communicating with other people and staying in touch with current affairs. It is not essential to have studied languages or literature, although most applicants do indeed come from these areas."

[Editorial director of a large publishing house]

The main criteria that are valued in the recruitment of employees for editorial departments, in particular a higher educational training in literature, may globally favour women since literature courses are attended by a higher number of women than men.

According to information provided by the Ministry of Education (Table 5), there is a higher percentage of women than men in higher education courses (number of matriculations and graduations) in the chosen years 1996/1997 and 2001/2002. When the focus is placed on literature courses the predominance of women is even more significant.

**Table 5 Matriculated Students and Graduates in Portugal, including Literature Courses, 1996/1997 and 2001/2002**

School Years	Total Matriculated		Matriculated in Literature Courses		Total Graduated		Graduated in Literature Courses	
	T	%F	T	%F	T	%F	T	%F
1996/1997	350 850	57.1	21 459	77.7	42 796	63.8	3 219	79.0
2001/2002	396 601	57.0	21 207	70.7	64 098	67.2	2 808	73.7

Source: Ministry of Education, GIASE/DSE – Department of statistical services 1996/1997; 2001/2002

Note: Total of matriculated and graduated includes university graduation, masters and PhD's.

### 2.3 Professional Career Paths of Women in Publishing

From the data available (see Table 4 above), it can be seen that a majority of salaried employees in the publishing sector are female – higher than 50% in more recent years (2000 and 2002) – but only a minority of employers are women – around 30%. This information presents certain limitations in that it is restricted to workers with employment contracts and it excludes other types of workers such as freelancers. However it is still possible to draw the general conclusion that only a minority of women hold the leading positions in publishing houses despite the fact that the majority of employees in the publishing sector are female.

Sufficient information does not exist in order to be able to establish a thorough analysis of the distribution of workers by gender and professional groups in the publishing sector.

Data from the MTSS for the profession of 'publisher' (ISCO 245140) registers an increase in the percentage of women in this profession, but does not exceed 40% (from 34% in 2000 to 39% in 2002). This information does not discriminate, however, between the vast set of functions that the sector encompasses.

#### 2.3.1 Women's Careers in the 5 Leading Publishing Houses in Portugal

In order to establish a fuller understanding of the job positions assumed by female employees in publishing houses and their respective career paths, case-studies of five leading publishing houses in the national market were examined (Table 6). The selection process for these companies was based on the level of turnover<sup>16</sup> and whether or not fiction was included within their main lines of publication.<sup>17</sup>

Data compiled in the case studies demonstrates a higher number of female employees overall in the publishing sector. However more detailed analysis of the composition of professional categories demonstrates that women hold a significantly lower proportion of management and department-head positions. Furthermore three of these five companies have boards of directors or management boards composed predominantly of men.

While women do not occupy a majority of management positions they do exercise many positions of responsibility, above all in editorial departments, assuming the functions of editors, literary directors or executives in charge of editorial production (sometimes combining the functions of editorial direction and production). Women are also significantly represented as advisors or editorial assistants, as department heads of administrative units, as assistant directors and also hold other relevant gate-keeping positions. The management teams of sales and finance departments and intermediary directors of sales units are composed primarily of men. The group of professions connected to editorial and production departments (relevant lower level positions), such as translators, graphic designers, marketing staff etc. have a slight majority of women in these publishing houses.

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<sup>16</sup> Information on sales turnover was supplied by the FGUE (General Sheet of Statistical Units) of INE, distributed by different level of sales volume. The selected companies recorded sales turnover in excess of euro 7 million.

<sup>17</sup> An exception was made for Texto Editora which produces school books as it was awarded the "Equality is Quality" prize. It employs a high number of women in management positions who have moved up through the company, including the heads of the three main departments.

**Table 6 Data on the 5 Major Book Publishing Companies in Portugal, 2004**

Book Publishing Companies		Editorial Presença			Dom Quixote			Circulo de Leitores			Texto Editora			Editorial Notícias		
Year Established		1960			1965			1970			1977			1890		
Total Books Published per Year		300			300			482			531			270		
New titles		170			200			200			176			120		
Other titles		130			100			282			355			150		
Turnover*		7 000-15 000			7 000-15 000			25 000-40 000			15 000-25 000			7 000-15 000		
Book Publishing Categories		Fiction; Children's Books; Social Science			Portuguese and foreign fiction; Children's books; Social Science			Biographies and autobiographies; Classics; Children's books; Leisure and lifestyle; Cooking; Poetry; Arts; Religion; Social Science.			Education; Reference; Children's books; Fiction			Fiction; Media; Politics; Society; Religion; Science		
Total Employees in each Company		M	F	T	M	F	T	M	F	T	M	F	T	M	F	T
Owners		30	31	61	21	18	39	66	92	163	20	41	61	21	15	36
Management Positions		1	2	7	4	2	6	7	2	9	5	5	10	6	2	8
Executive Director		2		2	1		1	2		2	3		3	3		3
Publishing Director								1		1						
Production Director			1	1		1	1	2		2		1	1		1	1
Editor in Chief			1	1	1	1	2		1	1		4	4	1		1
Distribution Manager		1		1	1		1	1		1	1		1	1		1
Marketing Director		1		1				1		1	1		1	1		
Financial Director		1		1	1		1		1	1						
Assistant Director			2	2	2	4	6	2	3	5	2	5	7		1	1
Other Relevant Gate-Keeping Positions **		1		1	4	3	7	12	5	17	3	7	10		5	5
Relevant Lower Level Positions**		10	12	22	1	2	3	2	6	8	8	17	25	2	4	6

Source: INE.

\* thousand euros.

\*\* In Other Relevant gate-keeping positions functions such as positions in intermediate management were considered. In Relevant lower level positions professions such as translators, designers, graphic designers, etc. were included

### 2.3.2 The Position of Women in 5 Small and Medium Sized Publishing Houses in Portugal

A group of small and medium-sized publishing companies were selected in order to evaluate their gender composition, based on the possibility that women might enjoy stronger representation in management positions of companies that have a fewer number of employees (Table 7). In general terms, the pattern found was similar to that encountered in the major publishing houses. Although the smaller companies have significantly fewer workers and professional categories, management positions in these companies are also normally held by men.

**Table 7 Data on Small and Medium-Sized Publishing Companies in Portugal, 2002**

Small and Medium Sized Publishing Companies	Temas e Debates			Gótica			Edições 70			Quimera			Relógio D'água		
Year Established	1995			2000			1970			1987			1983		
Total Books Published per Year	85			60			50			25			60		
New Titles	60			40			25			20			50		
Other Titles	25			20			25			5			10		
Turnover*	1 500-3 000			N.A			1 500-3 000			50-150			150-500		
Book Publishing Categories	Fiction; Social Sciences; Children's non Fiction			Crime, Thrillers and Mystery; Non-Fiction; Poetry			Social Sciences; Art; Architecture; Science			Olisipography; Society; Fiction; Architecture			Poetry; Foreign and Portuguese fiction; Social Sciences; Media		
Total Employees	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T
	3	4	7	1	3	4	7	3	10	1	4	5	6	5	11
Owners				1	1	2	1			1			1		
Executive Director	1		1		1	2	1		1	1		1	1		1
Editor in Chief		1	1		1								1		
Distribution Manager	1		1												
Financial Director	1		1												
Other Relevant Gate-Keeping Positions		2	2		1	1	1	1	2		1	1		1	1
Relevant Lower Level Positions		1	1		1	1	5	2	7		3	3	5	4	9

Source: INE in 2002, Categories (thousand euros).

Although men dominate management positions both in larger and small-medium sized companies, conditions for women to hold management positions or own publishing companies are more favourable in companies with a smaller number of employees.

### 2.3.3 Career Paths

It was possible to identify three distinct types of career paths for women in the book publishing sector in Portugal. The first career path is a stable or linear progression within a single large publishing house. This category represents women who enter the publishing houses at lower levels (in certain cases as their first job) and then achieve in-house promotions. These companies are more hierarchical and have complex organisational structures, resulting in employees taking a longer time to progress in their professional career before attaining a management position.

“It is difficult to rise to the position of director within a large company. The situation is very different in a small publishing house (as) anyone with my career path (entering the profession) as an editorial assistant (can) become an editorial director or literary director within 3 years.”

[Editorial director of a major publishing house]

A *second career path* - the most typical in the publishing sector - also involves a continuous progression to the senior management positions. The difference between this and the previous career path is that it takes place within small companies with a simple organisational structure, constituted by a reduced number of professional categories. In these cases, professional progression is on a more modest scale. As progression is achieved in a relatively short period of time it is possible for women to assume management positions at a relatively young age and within a short space of time.

Given that management boards are normally not open to women, the progression within the editorial departments of small publishing houses is achieved very rapidly. In these cases, the executive positions have less status than those achieved by women who are promoted through the hierarchical structure of large-scale companies.

“Anyone who enters as an editorial assistant in a company will normally achieve promotion to editorial director. In accordance with the American system, a junior editor is promoted to senior editor and then to editorial director. In our management structures, which are normally small-scale, these positions are not defined in such a clear-cut manner as in large American or even French publishing houses – where there is a greater degree of specialisation and there are executives who are responsible exclusively for selling literary rights, relationships with authors, or people who are editors, in the English sense – and work on authors’ texts. Our management structure is somewhat different – smaller and less specialised.”

[Owner and editorial director of a small publishing house]

“In Portugal, each publishing house normally has an owner with power of decision over work the company publishes. As a result, unless women are owners of these companies they will rise to a specific level

and remain there, as editorial directors. We are not talking about major publishing groups in which people may move from one company to another and occupy higher management positions in another publishing house of the same group. In Portugal things tend to be less defined as publishing houses normally do not pertain to groups (this is only now starting to take place)..."

[Editorial director of a small / medium-sized publishing house]

According to analysis of the interviews made, this second career path appears to be the most common. Such progression is normally associated to the growth / consolidation of the company or an opportunity arising as a result of someone's departure to another position or another publishing house.

As seen in Table 1, the majority of Portuguese publishing houses have less than ten employed staff and undoubtedly operate as informal structures with a low degree of hierarchy. This fact in its own right suggests the predominance of the second type of career path given that professional advancement in companies of this scale is achieved via promotion through a very limited set of professional categories.

The *third career path* identified is based on the independent or free-lance sector. For one of the interviewees, appointment to a management position within an editorial department did not result from linear progression within the company but instead was achieved through experience gained working independently in the editorial field. Although far less common, career advancement resulting from diversified professional experiences appear to promote the individual initiatives of women more effectively in terms of setting up their own projects.

Two of the women interviewed for this study are owners of publishing houses – a small company and a micro-structure without any dependent staff. In both cases, when these women started their own businesses they already had extensive experience in the sector and planned specific projects aimed at market niches that were virtually or completely unexplored until that time. In the case of the micro-company, the main objective of the firm is the publication of feminist works, as the interviewee in question believed that Portugal was the only country in Europe that did not yet have a publishing house focusing specifically on this area.

"Ela por Ela was set up in 2001 [with 10 titles published to date] as there was a need to set up a feminist publishing house. I made a proposal to various publishing companies to publish a collection on women's issues in their editorial programmes but none of them expressed any interest in this idea because they claimed that no specific market exists for this area. I did some market research and came to the conclusion that the reason that the market didn't exist was that it hadn't been created and

that conditions existed for doing so. This company will be performing extremely well within 5 to 6 years, as the number of women readers in Portugal rises progressively higher than the number of male readers. I am following rather eclectic guidelines, branching in different directions in order to discover the profile of my standard target reader.”

[Owner of a micro-publisher]

## 2.5 Gatekeeping

The gender distribution of other areas related to the publishing sector in Portugal were examined for the Culture-Biz study, including book distribution companies, publishers’ associations, book fair organisers, literary critics and authors that have been awarded literary prizes.

In general terms, analysis of the gender balance of these categories reveals certain common characteristics with those found in the general area of publishing activity. These characteristics include the fact that it is relatively rare for women to obtain management positions. One example is the case of book distribution companies (Table 8). In the five companies analysed, only one employed a woman in a general management position. However, women were found in important positions in other companies, such as directors of sales or finance departments. In the book distribution sector overall, however, there is a lower proportion of women employed than in the book publishing sector.



**Table 8 Data on Book Distribution Companies in Portugal, 2004**

<b>Book distribution companies</b>	<b>Sodilivros</b>			<b>Rei dos livros</b>			<b>Epul</b>			<b>Dinalivro</b>			<b>ECL-Lisboa</b>		
Year Established	1985			1972			1998			1969			-		
Turnover	-			-			160 000			5 300 000			-		
Geographic Distribution Areas	Portugal and aboard			Portugal			Portugal			Portugal			Portugal		
Titles Distributed per Year	17 000			-			30			20 000			-		
Books Distributed per Year	-			-			2 500			325 000			-		
Total Employees in each Company	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T
	19	10	29	9	9	18	1	7	8	17	12	29	32	18	50
Owners	3	-	3	-	1	1	1	-	1	1	-	1	5	-	5
Executive Director	1	-	1	1	-	1	-	-	-	-	-	-	-	-	-
Distribution Manager	1	-	1	-	-	-	-	1	1	1	-	1	2	-	2
Financial Director	-	1	1	-	-	-	-	-	-	-	-	-	-	2	2
Other Relevant Gate-Keeping Positions	1	-	1	1	3	3	-	1	1	2	8	10	-	-	-
Relevant Lower Level Positions	13	9	22	7	5	13	-	5	5	13	4	17	25	16	41
Sales Agents	5	3	8	1	-	1	-	3	3	9	-	9	11	-	11

Source: INE

**Book Fairs**

There is also a male predominance in the organisation committees of book trade fairs in Portugal. In the case of the two leading national book fairs (Lisbon and Oporto) organised by the publishers' associations APEL and UEP (Table 9), there is a higher number of men both in terms of the total number of people involved and the respective management boards. Women are generally employed in administration or cultural programming associated to these events.

**Table 9 Gender Share in Organisation of Book Fairs in Portugal, 2004**

	<b>National Book Fairs</b>	
	<b>M</b>	<b>F</b>
Executive Committee	6	2
Organisation	2	4
Cultural Programme	2	2
Lower Level Positions	1	-

Source: APEL and UEP (Lisbon and Oporto Book Fairs).

## Critics

In other functions of the publishing sector in Portugal, such as book critics associated to the media, there are also fewer women involved, as demonstrated in Table 10. The proportion of women amongst book critics in the journalism sector is lower than that in the book publishing sector, as noted earlier in this chapter (see Table 3 above).

**Table 10 Gender Share of Book Critics in Portugal, 2004**

Media	Book Critics		
	M	F	Total
<b>Newspapers</b>			
Público	20	17	37
Diário Notícias	3	5	8
Expresso	14	5	19
Jornal de Letras	4	2	6
<b>Magazines</b>			
Revista Ler / Círculo Leitores	9	0	9
<b>Television</b>			
Sic	1	0	1
RTP / A Dois	5	3	8
<b>Radio</b>			
Antena 1 / Antena 2	2	1	3
Rádio Renascença / Mega FM / RFM	1	1	2
<b>Total</b>	<b>59</b>	<b>35</b>	<b>94</b>

Source: Media quoted in the table.

## Authors

When the data on Portuguese authors is analysed, a familiar pattern of female participation is encountered. In the case of literary prizes awarded by the Portuguese Pen Club there is a clear discrepancy between the number of male and female authors / translators who receive awards in all literary categories (Table 11).

**Table 11 Literary Awards by the Portuguese Pen Club per Gender, 1980-2003**

Categories	M	F	Total
Poetry	28	3	31
Essay	25	8	33
Fiction	19	13	32
First Book	3	0	3
Translations	21	9	30
Total	96	33	129

Source: Web site of Portuguese Pen Club (<http://www.penclube.no.sapo.pt>).

Note: For 'First book' only three years (2001-2003) were considered; for 'Translations' 17 years (1985-2002) were considered; for the others 24 years were considered.

### 3. Career Development – Women's Perspective

The information presented so far in this study makes it possible to paint a general panorama of the positions occupied by women in professional structures in the book publishing sector in Portugal. Although women are well represented in the sector – with a greater number of female than male employees – they are under-represented in decision-making positions in the hierarchical structures of publishing companies, in the ownership of publishing companies and in other decision-making positions.

The third and final part of this chapter examines the barriers that hinder the professional advancement of women to leading positions in the Portuguese publishing sector, by means of interviews with women in management positions in publishing companies.

#### 3.1 Barriers to Career Advancement

One of the reasons given for male predominance in management positions in Portuguese publishing companies is not strictly associated to the question of gender but is more directly connected with nepotism in terms of access to key positions – i.e. the continuing family tradition of ownership of Portuguese publishing companies identified at the start of this chapter. Indeed, family-owned publishing companies generally reserve management positions for family members. This may benefit women in certain cases, but others are prevented from attaining management positions through professional merit.

One of the interviewees commented on the male predominance in the publishing sector:

“Who owns the publishing companies? In Livraria Civilização, the owners are men; in Europa-América, they are men, in Presença, they are men, Edições 70 is owned by one man, in Bertrand there is a female director but the owner is a man...in Livros do Brasil, Asa, Porto Editora and Gradiva almost all the editors are male. There are just a handful of female editors, assistant editors and editorial directors (...) The Portuguese publishing world is very small. There is little circulation of staff from one house to another as occurs abroad. The companies are family-owned and there is therefore always a sister, cousin or son who will occupy management positions.”

[Editorial director of a major publishing company]

Another factor that may constitute a barrier to the advancement of women to management positions is related to the structural changes taking place in the publishing sector. The traditional patterns of managing a publishing house are progressively disappearing and are being replaced by professional business structures,

with complex organisational structures, overseen by professional managers. This scenario is taking place above all in medium-scale and large-scale companies. These developments may not deliver an overall benefit to women given that until very recently business administration and higher education courses in business management were predominantly attended by men. The acquisition of specialised skills in business management has made it easier for men to find work in publishing companies.

However one interviewee suggested that this development may be temporary given that there now tends to be a majority of women in higher education courses in Portugal. In management / business administration courses, in particular, the ratio between male and female students is more balanced than in literature courses but there is still a small majority of female students. In the academic years 1996/1997 and 2001/2002 women represented 58.5% and 63.6%, respectively, of the total number of graduates from courses on Business Administration and Commercial Training courses<sup>18</sup>.

"The publishing world has changed a great deal over the last 10 years. The role of the editor has lost relative importance and has been substituted by the role of the company manager, responsible for administering the publishing house. The trend in Portugal is for managers and management staff to be men. These (management) courses were primarily attended by men in the past. This is no longer the case because there are many more women in the universities. I don't know where this will lead in the future.... The directors and managers of publishing companies were male, and perhaps this made it easy for management positions to be also occupied by men. Women had greater literary sensibility but lacked knowledge in accounts, commercial aspects..."

[Editorial director of a small / medium-sized publishing house]

### 3.2 Perspectives on Family and Work

Another distinct condition that may constitute a barrier to the career advancement of women in the book publishing sector in Portugal is related to the difficulties experienced in terms of conciliating work with family life, especially in terms of raising children.

In the group of women interviewed who hold management positions, the majority are aged between 40 and 50 years. Of these, four of the nine women do not have children. Although they consider that it was a personal decision not to have chil-

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<sup>18</sup> Ministry of Education GIASE/DSE – Department of Statistical Services 1996/1997; 2001/2002.

dren, they also recognise the difficulties faced in terms of conciliating their profession with a more intense family life.

“Attainment of management positions in any structure is always a question of availability. Today the situation is a bit more relaxed. It is possible for a woman to have children and pursue a career. But she will always face problems. In my case, I don’t have children. For women of my age it was very difficult to be a mother and advance in one’s career to a management position. People are now more understanding of a woman’s right to maternity leave, but it is still is very difficult. A mother or father is unable to predict when their son or daughter may have problems that make it necessary to stay at home with them. Unfortunately this makes it impossible for some people to occupy management positions. Anyone who pursues a career as an editor must have time to read. An editorial career is not totally incompatible with having children but in my case this didn’t happen. I always dedicated my life to publishing and to the pursuit of reading.”

[Editorial director of a major publishing company]

“I don’t have children. I took this option. I know that it would have been very complicated to combine my professional functions with having children. I travel a great deal and I think this would have been far more difficult if I’d had children. I have friends that managed to pursue their careers and bring up a family, but they now feel that were unable to spend enough time with their children as they grew up. I think it’s very difficult to pursue a career and maintain an intense family life.”

[Editorial director of a major publishing company]

One of the interviewees who has children explained that when she became a mother (at the end of the 1960s) the organisation of family life was assisted by other family members, in particular grandmothers who were not employed in the job market. She is of the opinion that it is more difficult today to combine work and family life:

“When I began working, my eldest son was already one and a half years old, and after a while it was not so difficult because my children were no longer babies. Children grew up in the houses of their grandmothers, were brought up at home and there was not so much programming of children’s lives as there is today. Grandmothers at the time did not work and it was also relatively inexpensive to hire a maid who lived at home. Family life was easier in that respect.”

[Owner and editorial director of a small publishing company]

### 3.3 Perspectives on the Professional Career in Book Publishing

A final aspect to be considered is the value system that some women have in relation to career advancement in the book publishing sector in Portugal. Overall, the female interviewees viewed their careers as avenues that enabled them to develop interesting projects. For some, rising up the corporate hierarchy of professional structures is less important than the satisfaction derived from the work they perform.

“The dream of reaching the top and being a super-woman is rather old-fashioned in my opinion. It harks back to the 1980s and 1990s – at least that’s my feeling. I don’t have any objective indicator that I’m aiming to achieve. Suddenly women no longer feel that it’s important to prove themselves. If I’m able to be a director and have a child I would prefer that option than not to have children. I think women today are more interested in conciliating different issues and achieving a higher quality of life. Women have already conquered a great deal. They’re now more interested in getting new ideas across. Of course they need to occupy a specific function but in general terms women feel less inclined to accept what formerly appeared to be an obligation – to pursue a career at any cost...I believe that companies are now more open to the circulation of ideas.”

[Editorial director of a major publishing company]

“I believe that in the publishing sector women already have influence, they can rise to interesting positions. One of the clear reasons for this is because they’re willing to earn less than men. Women approach this profession in a different manner to men. In my life there have been times when, even if I was paid nothing, if I could live without being paid, I would have continued doing exactly the same thing because it gave me great satisfaction. At certain times my salary was a bonus for having fun. Things are a bit different these days. The sector is far more competitive.”

[Owner and director of a small publishing company]

“I have already felt that there were situations in which I might be the right person for a specific job, but I wasn’t the one chosen for reasons of personal profile. I’m a reserved person and I think this is important in other situations. I don’t have a great ambition to reach a management position. I’m happy with my current position. I have a good working environment. My perks are almost the same as those of a department director, in terms of salary, company car etc. (...) In terms of self realisation, I don’t know, I don’t harbour the objective to give or-

ders, I'm more inclined towards the human component. I'm more interested in resolving conflicts than making waves."

[Adviser to the board of directors of a major publishing company]

While these viewpoints are legitimate, they may also represent an attempt to make a subordinate rank appear more natural as a result of the difficulties experienced in attaining management positions that are traditionally occupied by men in the book publishing sector. They may also reflect a female outlook on the job market that it is still relatively immune to a ferociously competitive model of professional advancement at any price.

It is also important to emphasise other perspectives on career progression in the book publishing sector. A significant example is the statement made by a production director of one of the companies studied:

"I presently get great pleasure from my work. I enjoy giving orders, organising, leading. I'm a born leader and assume that fact. I admit this openly. I can't imagine myself in a position where I couldn't give orders. [In terms of the future] everything is possible, I really enjoy being here, but I don't know, time will tell...I'm not looking for anything at the present time. In my case I believe that I can't rise any higher, only to become a director and that's reserved for the owners. Deep down I think my career advancement has come to a halt."

[Production director of a major publishing company]

However, skills being acquired by women and the significant pressure exercised by women in the sector, in particular in terms of applications to editorial departments, are factors that may improve the opportunities for career advancement in the book publishing sector in Portugal. These developments may even result in women occupying not only intermediate management positions but also representation in the management boards of publishing companies. This scenario was identified by the managing director (male) of one publishing company.

"From a specific moment onwards, the students enrolled in literature departments were predominantly women. This enabled editors to hire good assistant editors. Women have still not assumed full power but the trend is in that direction, there will be an inversion of roles that has not yet been fully realised. The assumption of power is related to the growing autonomy of women in decision-making processes. We haven't got there yet but we're clearly moving in that direction."

[Owner and director of a major publishing company]

## Conclusion

The first main conclusion from the research carried out for the Culture-Biz Study is that there is a high level of female representation in the book publishing sector. As more women than men are pursuing relevant higher education skills it may also be possible for more women to enter more desirable positions in editorial departments.

This phenomenon in the area of training is associated with the social transformations of Portuguese society, especially those that indicate improvements in the participation in third level education, as well as the massive entry of women into the labour market over the last four decades. According to the general census of the Portuguese population, the share of women in the workforce rose from 13% in 1960 to 46% in 2001<sup>19</sup>. The share of women enrolled in higher education also rose from only 30% of the student population in 1960 to represent 57% of the student body in 2001<sup>20</sup>.

The greater presence of women in the publishing sector is also related to the fact that women are to be found in greater numbers in language and literature courses, which are recognised as important requirements for entering the sector. Three areas of importance are recognised for those applying to enter the book publishing sector: specialisation in literature and / or languages; a knowledge of and experience related to the sector; and a love of books and reading.

Although indirectly related, it is important to remember the fact that surveys on book consumption and reading habits have shown that a higher percentage of women read regularly, which also implies a greater interest in the book sector. There is a higher number of applications from women to enter the book publishing area which puts more “social pressure” on the sector to admit more women according to some of the interviewees.

Despite the growing level of female participation in the book publishing sector, women are less well represented in decision-making positions, as well as in the boards of directors of major companies and in the ownership of publishing houses. This issue may be related to the fact that in the past more men than women had qualifications in the area of business administration which is recognised as a very important skill in management of large / medium-sized publishing companies.

Another factor that hinders women in attaining senior management roles in publishing companies is that a significant number of publishing houses are family run businesses and these important roles are reserved for family members. While this factor may benefit certain women, it will however limit the chance for others to attain management positions on the basis of professional merit.

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<sup>19</sup> INE, Recenseamentos Gerais da População.

<sup>20</sup> INE, Recenseamentos Gerais da População e Estatísticas da Educação.



However the lower number of women in management positions in the publishing sector must be seen in the light of the contours which define the general structure of jobs in Portugal. The category of 'Professionals' (Group 2 from ISCO 88) shows a rate of feminisation of 59%, while women only represent 29% of Group 1 which includes higher professionals ('Legislators, senior officials and managers')<sup>21</sup>.

### **Career Paths**

Three types of possible career paths for women were identified in the book-publishing sector. The most typical career path is to advance within a small-scale publishing company. In small companies the organisational structures are less complex than in large / medium-sized companies, thus enabling women to attain key positions (editors, editorial directors, literary directors) in a short space of time. Therefore, it is possible to conclude that smaller companies favour more opportunities for women. However positions in small companies do not confer the same status or power as the senior positions that are attained in larger companies and which, generally speaking, take longer to attain.

The third type of career path involves more varied and less linear paths, such as women who have gained experience in various companies or other publishing-related contexts. This experience may then facilitate a role in the management of a publishing house or enable them to set up a small publishing structure. The information gathered indicates that the less linear paths are mostly taken by older women with greater experience in publishing.

### **Obstacles to Career Advancement**

Several factors are recognised as obstacles to the career advancement of women within the book publishing field. Some of these factors are more closely linked to the structural dynamics of the sector – such as male predominance in business administration and management courses until relatively recently – while other factors are related to the attitudes of some women to their participation in the publishing profession. In the latter case, the objective of career advancement is considered to be less important than fostering innovative or interesting projects. However this last perspective may reveal the perceived difficulties for women in attaining senior positions in a profession controlled by men. This issue may also reveal a reluctance by women to pursue career paths 'at any cost', which was also observed in the chapter on film production in Portugal.

Another factor which impacts on the progression of women in the book publishing sector in Portugal is the difficulties in balancing work and family life. Some of

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<sup>21</sup> INE, Estatísticas do Emprego (média anual 2002).

the women interviewed that hold managerial posts referred to the difficulties of balancing their professional activity with raising children. These difficulties are also associated with structural changes in the social reconstitution of the Portuguese labour market which has seen a massive entry of women to the workforce in recent decades. Although equal opportunities for men and women are on the Portuguese political agenda, it is still a relatively recent issue of interest.

One final conclusion from the research carried out for the Culture-Biz study is that there are no significant structural obstacles to prevent women gaining an equal share in the running of the book publishing sector in the future.

## Company Profiles

### **Editora Dom Quixote**

This company was founded in 1965 by a Danish woman (Snu Abecassis). Dom Quixote was distinctive from other publishing companies in that it published titles that were difficult for Portuguese readers to access. Its first 15 years of existence were characterised by constant growth. Dom Quixote started publishing both in the literary and non-fiction areas, particularly essays, publishing some texts in the area of social sciences and also political science. After the death of Snu Abecassis (in 1980) her family sold the company to a publisher (Nelson de Matos), who owned it for 15 years. In 1997, following some financial problems, the publishing house became dependent on another company (Anaia) – but it still belonged to Nelson de Matos. Two years later in 1999 Dom Quixote was bought by another company (Hachette), which is part of the Planeta group. Maintaining its independence and publishing lines, Dom Quixote has a close relationship with its authors, especially Portuguese authors. In fact, over the last two decades, this company has published the largest number of titles from the most prestigious Portuguese writers.

### **Editorial Notícias**

Editorial Notícias grew from the Diário de Notícias newspaper at the end of the 19th century and was called Editorial Diário de Notícias. As an independent publisher and with market visibility Editorial Notícias has been active for over thirty years. This company belonged to the Lusomundo group and more recently it was bought by another large Portuguese company (JRP).

Its publishing lines include themes linked with politics, society, history and religion, developing specific collections in these areas.

### **Editorial Presença**

Presença was founded in 1960 by Francisco Espadinha, the present owner of the company. It began as a small company and now has around 60 employees. The work it has been developing with international partners ranges from romances to detective stories to thrillers. In the non-fiction area, the company publishes essays, school-books and supplementary material, dictionaries and practical guides.

### **Texto Editora**

Texto Editora was founded in 1977, concentrating its activity in the area of educational books. It now belongs to a national economic group (Texto Editores) which includes various companies working in the distribution, financial, commercial and advertising areas. The line of non-school books appeared in 1986, and in 1995 the company began publication of multimedia products in Portuguese and developed an e-commerce project – Mediabooks.pt. In 1996 Texto Editora began the process of inter-

nationalisation with the creation of Moçambique Editora. In 2001 the company started to publish literature by Portuguese authors. This company has been awarded the 'Equality is Quality' prize for companies with a good track record in promoting gender equality in the workforce. The three main departments are led by women: School Editions, General Editions and Production.

### **Círculo de Leitores**

Founded in 1970 as part of the Bertelsman group, Círculo de Leitores was the first book club in Portugal to publish old titles, co-publications and new titles. Its publication lines are divided between essays, history, romance, science, fiction and poetry. In 1995 the Fundação Círculo de Leitores was set up and promotes initiatives like the Olimpíadas da Leitura (reading Olympics) and the Torneio das Letras (letters tournament). It also publishes a national literature magazine – Revista Ler – Livros e Leitores, which presents two literary awards – the Prémio José Saramago and the Prémio Ler / Millennium BCP.

### **Editora Ela por Ela**

Ela por Ela was set up in 2001 to meet the need for a feminist publisher in Portugal. It is a micro-structure without employees and is run solely by its manager. She says that Portugal was the only country in Europe which still did not have a publisher aimed at this area. It has now published 10 titles to date.